

84-0334

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Career Training Program

FROM: Robert W. Magee
Director of Personnel
6 N 20

EXTENSION

NO.

DATE

8 February 1984

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TO: (Officer designation, room number, and building)

DATE

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OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Committee

2.

Attached is a recommended set of issues which we suggest the Executive Committee address at the 16 February 1984 EXCOM Meeting.

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Career Training Program

I. Introduction

The formal commitment of all directorates to participate in the Career Training Program has major implications for the Offices of Personnel (OP) and Training and Education (OTE). These offices believe the following issues should be addressed by the Executive Committee. Each discussion topic is followed by a recommendation.

II. Personnel

A. Sponsorship

There are four options for sponsorship of Career Trainees (CTs):

1. Each CT is sponsored by one of the directorates at the outset of the training program, and assignment to an office component or area division follows completion of training.
2. The CT is sponsored at the outset by an office or area division.
3. A mixture of options 1 and 2.
4. Trainees are not pre-selected but enter as CIA CTs and are assigned to a directorate following the training program.

RECOMMENDATION:

Option 3, in which the CT is sponsored at the outset by a directorate but is assigned to an office component or area division either before or after training. It is also recommended that once a CT gains sponsorship, he or she be informed in writing of a one-year commitment to the sponsoring directorate following completion of the training program. This option gives directorates greater flexibility in assignments; a directorate can assess a CT's performance in the training courses and interim assignments and match performance against the needs of the service and the CT's preferences.

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B. Slotting

Three options are offered for slotting newly-hired CTs:

1. Develop a central development complement in either OP or OTE to house CTs during training. OTE maintained such a complement in earlier years of the program.
2. Each directorate carry its CTs on a directorate development complement during training.
3. Each directorate manage the slotting of CTs as it deems appropriate (basically the system now in effect).

RECOMMENDATION:

Each directorate carry its CTs on a directorate development complement. The directorate would have more flexibility than at present in both hiring and ultimately assigning CTs. This option also ensures that the directorate is in a position to work effectively with OTE's CT Staff in the management of the CTs, including the planning of interim assignments.

C. Cover

Two options stand out as operationally the most viable:

1. Place all CTs under cover when they enter the program.
2. Leave assignment of cover to the discretion of the sponsoring directorate.

RECOMMENDATION:

Administration of the program and the trainees will be better served if all CTs are assigned cover when they enter the program, except in unusual cases. There is a greater risk of compromise if only a portion of a class is under cover. There is also the distinct possibility that many of the non-DO CTs will have a cover assignment overseas sometime during their careers. Moreover, non-DO CTs who drop their cover upon completion of the program will have been sensitized, as part of their training, to the stringent demands of cover and be better able to support personnel who are assigned to cover positions.

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D. Employment Status: Contract versus Staff

All CTs are now hired under contract. Upon completion of training they are converted to staff, at which time they incur the regular three-year probation period as a staff employee. The normal contract is 30 months for CTs and 36 months for extended-interim CTs. DI, DA, and DS&T CTs have a shorter contract period because their training period is shorter.

This system discriminates unfairly against DO CTs. Although they go through more testing, evaluation and assessment before being hired than any other category of applicants, DO CTs are in a probationary status some two to three years longer than other employees.

The common wisdom has been that it is easier to separate CTs judged as unsuitable if they are under contract, especially extended-interim CTs who need a longer, closer look. In fact, only four of the 69 extended-interim CTs who have entered on duty to date have been separated, and for such blatant reasons that separation could have been accomplished as easily if they had been staff employees under probation. In either case, separation can be prompt and uncomplicated. For staff employees under probation, the Personnel Evaluation Board (PEB) meets and recommends separation, a task no more difficult than implementing the 30-day-notice clause of the CT contract.

RECOMMENDATION:

All CTs be hired as staff employees with the standard three-year probation period.

E. CT Salaries

Currently, CT grades and in-steps are determined by a finely-tuned system (see attachment) that is working extremely well. There has been virtually no dispute on the part of the CTs or their sponsors to this method of calculation.

RECOMMENDATION:

Continue with the present system.

F. Staffing for OP/Employment

In order to recruit, process, and EOD the quality of candidates required for the program and to cope with an expanded CT program for the DI, DA, and DS&T, Employment requires the following resources:

1. Eight DO program officers in the GS-14/15 grade range assigned to Employment for two-year tours. Currently, there are six such officers in Employment, and two to three will be leaving within the next five months. Thus, there is an urgent requirement for five officers.
2. Two DI officers in the GS-14/15 range with broad DI background assigned to Employment for two-year tours. Currently, there is one GS-14 DI officer assigned to Employment.
3. One GS-14/15 DA officer assigned to Employment for a two-year tour. This officer should have a broad background in DA and would help recruit, select, and recommend to the DA/CMO those CT candidates that should be sponsored by the DA.
4. One GS-14/15-level DS&T officer assigned for two years to Employment. That officer would help spot, recruit, and recommend CTs for the DS&T. Currently, there is no DS&T officer assigned to Employment.

RECOMMENDATION:

The directorates approve the assigning of these officers to Employment.

III. Training

A. Training Cycle

The current training cycle consists of an introductory ten-week course followed by interims and directorate-specific training. OTE is consulting with all directorates to ensure that the opening course covers what each considers essential to the understanding of its respective missions and activities. The ten-week course has progressed over the past 18 months from a program primarily focused on preparing CTs for the Operations Directorate to one offering a basic understanding of the Intelligence Community and the Agency. The ten-week course is followed by interims tailored to the needs of the CTs and the directorates. Directorate-specific training has been developed for the DO and DI, and is under development for the DA and DS&T.

RECOMMENDATION:

The present cycle of a ten-week course followed by interims and directorate-specific training be retained.

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B. Target Date

The target date for the first of the expanded programs is January 1985. This projection reflects the lead time necessary for recruiting and processing CTs. As in the past, OTE will continue to train CTs from all directorates in classes before the target date.

RECOMMENDATION:

The formal initiation of the integrated, Agency-wide program begin with the January 1985 class.

C. Management

The Career Training Staff of OTE needs additional personnel to meet its responsibility for managing the program, counselling CTs, and monitoring their performance throughout the training cycle. The recruitment and processing responsibilities now reside within OP. While directorates have expressed satisfaction with the Career Training Staff role, several factors promise to heighten the demands and importance of the counselling function. The Staff has found that as CTs are on the average younger than in past years (the December 1983 class has a median age of 25 years 9 months, nearly two years younger than classes of two years ago), they require more individual attention on personal as well as professional matters. The Staff is the focal point for all data on performance in the various elements of the training cycle as well as assessment data from psychological testing and is therefore best equipped for the counselling task. Another responsibility is the arranging and monitoring of interim assignments. The unique kinds of interim assignments required for the DA and DS&T will require careful planning and execution. With these tasks the optimum number of trainees one program officer can monitor and counsel is 30. At present, the Career Training Staff consists of the chief and two professionals counselling approximately 165 CTs. Given the length of the training cycles, attainment of recruitment goals would result in 200 to 400 CTs in development status at any one time.

RECOMMENDATION:

The Career Training Staff should be enlarged by the assignment of one additional officer from each directorate.

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